

# PRCS 2010-2015 Strategic Plan Update



July 2015 (Adopted January 2012)

Loudoun County Department of Parks, Recreation  
& Community Services



## **A Message from Steve Torpy**

### **Director, Loudoun County Department of Parks, Recreation and Community Services**

Thank you for your ongoing support of the Department. Nearly five years ago, we began the process of developing and implementing a strategic plan. We were proud of our many successes over the years, but knew that there was even more we could do to meet the community's expanding needs. Our strategic planning efforts were centered on embracing our best and improving the rest as we worked to create a sense of community through our people, parks and programs. As we move closer to the end of the five-year period, I wanted to provide a brief summary of our process and progress.

After conducting extensive internal and external input sessions and assessments, we identified five goals, which would shape the foundation of our strategic plan. From 2010-2015, we would focus strategic efforts on the need to expand and/or increase resources for PRCS facilities and parkland, ensure that employees have the necessary tools and support to perform their jobs, optimize utilization of our facilities and parkland, optimize availability of and access to our programs and facilities, and enhance our program quality and participation.

To achieve these goals, we developed - and continue to successfully execute – targeted strategies, which include:

- Forging partnerships with public and private sectors.
- Establishing parkland or easements along stream valley corridors and implementing the Greenways and Trails Plan.
- Preserving and acquiring open space and natural resources.
- Improving our grant-seeking process and exploring alternative funding opportunities.
- Improving communication and efficiency in operations, staffing models and training.
- Consistently recognizing and rewarding outstanding job performance.
- Using technology to improve re-registration for licensed programs.
- Creating a cohesive master plan and developing a management process for each facility and park.
- Continuing efforts to complete the Potomac Heritage National Scenic Trail within Loudoun.
- Maximizing public use of our facilities and parkland, enhancing accessibility and ensuring the safety and security of our participants.
- Exploring options to enhance affordability of our programs and increase awareness among diverse cultural groups.
- Refining the method of program quality assurance and increasing participation rates.

As you can see, we have been busy! I am proud of the efforts staff has made toward not only achieving these goals, but providing excellent service to Loudoun's residents and visitors. Great organizations never rest on past accomplishments and never look back, which is why we are starting to plan for the next five years. In addition, we are beginning the process of becoming a nationally-accredited Parks and Recreation agency, which will also guide us moving forward and keep us on the track of excellence.

We thank you for the opportunity to be of service, and we invite you to share in our mission and vision as we continue our strategic planning and accreditation efforts in the months and years to come.

Warmest regards,  
Steve Torpy, Director

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## ACKNOWLEDGEMENTS

### *2015 PRCS Leadership Team & Strategic Plan Steering Committee*

Steve Torpy, Director  
Karen Sheets-Gayheart, Deputy Director  
Jeremy Payne, Deputy Director  
Dan Bureau, Division Manager, Children's Programs  
Mike Burke, Division Manager, Maintenance  
Dave Carver, Division Manager, Sports/Youth Programs  
Greg Davidson, Division Manager, Parks  
Rameir Martin, Division Manager, Community Centers  
Mark Novak, Chief Park Planner  
Dr. Lynn Reid, Division Manager, Aging Services  
Kathy Richardson, Program Manager, Human Resources  
Claire Smith, Manager, Public Relations & Communications  
Kristine Smolens, Executive Secretary  
Janet Teape, Division Manager, Operations

### *2015 Parks, Recreation & Open Space Board*

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Kristen B. Reed, Vice Chair, Dulles District  
James G. Potter, Chair, Algonkian District  
Mark Hair, Ashburn District  
Richard A. Stone, Blue Ridge District  
Vacant, Broad Run District  
Stephen H. Schultz, Catocin District  
Earl Eck, Leesburg District  
Christopher P. Nicholson, Sterling District  
Derek Irelan, Open Space Member  
Kenneth B. Scott, Open Space Member

### *2015 Commission on Aging*

Charlotte A. Nurge, Chair, Broad Run District  
William Mahoney, Vice Chair, Algonkian District  
Al Sowards, Secretary, Leesburg District  
Theresa G. Ruddy, Ashburn District  
Kimberly Adams, Blue Ridge District  
Vacant, Catocin District  
Arthur H. Skaer, Dulles District  
Joyce Sutcliffe, Sterling District  
Megan Descutner, At-Large Member

### *2015 Advisory Commission on Youth*

Elizabeth Huck, Chair, Blue Ridge District  
Jeffrey A. Goldman, Ph. D. Vice Chair, Ashburn District  
Donna Simpson, Algonkian District  
Jim Bonfils, Broad Run District  
Randy Faleski, Dulles District  
Ahmed Saad, Leesburg District  
Linda Budzinski, Sterling District  
Michael Reles, At-Large Member  
Brian McMullen, Community Member Representative  
Armin Parhami, Community Member Representative  
Rob Fairfax, Student Representative  
Neha Goswama, Student Representative  
Catherine Salamone, Student Representative

*We would especially like to acknowledge the contributions of our residents, past leadership team and board members, volunteers and employees who attended strategic planning input sessions and provided feedback through surveys, meetings and correspondence.*

*As we implement our strategic plan, our goal is to address the needs of our constituents, manage by best practices, incorporate market trends, demonstrate efficiency, and leverage our resources in order to create a sense of community through our people, parks, and programs.*

## **Introduction**

Since 1966, the Department of Parks, Recreation and Community Services (PRCS) has endeavored to meet the needs of Loudoun residents for recreation, leisure, and supportive programs that are diverse, accessible and affordable. PRCS employees are committed to the belief that the effective delivery of park and recreation programs and supportive community services provides social, personal, economic, and environmental benefits that last a lifetime.

The department reaches out to the community through an integrated system of owned or maintained facilities that includes over 1,700 acres of open space, more than 60 miles of trails, 200 athletic fields, 27 parks (including three regional parks), 18 playgrounds, 10 community centers, six (6) sports complexes, two (2) indoor and two (2) outdoor swimming pools, four (4) historic/heritage sites, three (3) adult day centers, three (3) senior centers and one (1) senior activity center, as well as a recreation center, nature preserve, nature center, performing and visual arts center, industrial catering kitchen and administrative offices. Through a cooperative effort with Loudoun County Public Schools, activities are also offered at school sites. Programs and services encompass childcare, preschool, after-school care, sports and recreation, community outreach, aging services, youth services, adaptive recreation, summer camp, health and fitness, planning and development, facility maintenance, customer service, and environmental stewardship.



In FY 2014, PRCS regional parks offered over 3,100 programs for more than 100,000 participants. Daily and special event visits to regional parks exceeded 800,000, with just under 24,000 pool visits and over 330,000 recreation center visits. Community centers offered more than 4,200 programs with over 37,000 participants. The department coordinated games, practices, camps and clinics for 57,350 adult and youth sports participants and hosted 42 national, regional and local tournaments. Over 2,300 students (grades K-5) were registered at 43 sites in the County After School (CASA) Program, with over 300 on the waiting list. The Youth After School (YAS) Program served an average of 329 middle school students per month. Over 137,000 seniors participated in activities offered through senior and senior activity centers, and 133,800 senior meals were provided. Special needs participants spent close to 56,000 hours in adaptive recreation programs including camps, trips, performing arts, and special events. Volunteers contributed over 67,000 hours of service to PRCS sites and programs, with a value of nearly \$1.7 million.



Several facilities and projects of the department have been recognized in recent years. The National Association of County Parks and Recreation Organizations (NACPRO) recognized the Claude Moore Recreation Center for outstanding accomplishment in the field of Parks and Recreation and the Carver Center for its significance as an historical, cultural facility. The Arcola Slave Quarters was entered into the National Register of Historic Places by the Commonwealth of Virginia. The department received a Preservation Award from the Joint Architectural Review Board for the renovation of Loudoun Valley Community Center. The Loudoun Valley Community Center and Carver Center renovations were also recognized by the Town of Purcellville Preservation Association.



The department works closely with the Loudoun County Board of Supervisors, three appointed advisory boards and over thirty volunteer advisory boards year-round to identify and address the ideas, needs and concerns of the community.

### **Strategic Planning Process**

In traditional strategic planning, management focuses on defining organizational problems and how to solve them. This method of planning and communicating change can be interpreted negatively as a top-down approach, making it difficult for all members of the organization to buy into the vision and process. PRCS elected to use a collaborative, positive process for strategic planning, which focuses on the department's strengths and builds upon what is working well to best serve the community. This strength-based approach to change, known as "appreciative inquiry," requires that employees and other stakeholders have the opportunity to share their ideas, understand why organizational change is desired, and feel empowered to try different strategies to accomplish organizational goals.

This strategic plan document is organized (with permission) around a planning model for public sector and nonprofit organizations developed by Frank Martinelli with the Center for Public Skills Training, Milwaukee, Wisconsin ([www.createthefuture.com](http://www.createthefuture.com)). The plan covers a five-year period and can be revised as needed.

### **Information Gathering & Analysis**

The department continually seeks, analyzes and reacts to input from constituents, employees, board members, and volunteers for the purpose of on-going strategic planning. Feedback is elicited from manager, staff and public meetings, as well as emails, social media and informal surveys.



This input from stakeholders is invaluable to facility and program planning efforts. In addition, formal strategic planning input sessions for advisory board members, the general public and PRCS employees were held over a five-month period. The department also participated in a formal survey of Loudoun residents in conjunction with the Northern Virginia Regional Park Authority. A data analysis of the input sessions is included in the appendix.

### External & Market Assessment

According to the most recent (2010) Census data, Loudoun County had a population of over 312,000, with an estimated population of over 351,600 for 2014, and a forecast of over 417,900 by 2020. Known for its beautiful scenery, rich history, diversity of business opportunities, comfortable neighborhoods, and quality public services, Loudoun was the fifth fastest growing county in the nation between 2000 and 2010. The county's population is expected to increase 15% by 2020.

Based on the 2010 data, the county has an abundant workforce, with 55% of the population between the ages of 25-54. Fifty percent of Loudoun households have one or more persons under the age of 18, with 79% of children three and older enrolled in school. The largest anticipated population growth will occur in children between the ages of 5-13. Seniors 55 and older represent 15% of the population. The number of seniors is expected to increase 26% by the year 2020. Economic recovery slowed during the recession, with declines in residential and non-residential development and net new jobs. However, Loudoun's unemployment rate continues to rank among the lowest in Virginia and nationwide, and its median household income has been ranked number one among jurisdictions with a population of 65,000 or more since 2007.

Businesses continue to locate or expand in Loudoun to take advantage of the quality of life, a highly educated workforce, and a diverse business base. In a 2012 survey of randomly selected Loudoun residents (conducted by the University of Virginia's Center for Survey Research), 94% of respondents rated Loudoun's quality of life as "good" or "excellent." County fire, rescue and emergency management services, libraries, and senior services were very highly rated. Animal services, parks, schools, health services, and law enforcement services were highly rated. Things residents indicated they like most about the county include open spaces, location, and convenience to amenities including cultural activities and shopping.

The trend toward an aging population and the increasing number of elementary school age children will continue to impact planning for programs and supportive services. In addition, inventive programming may become increasingly necessary to attract participants from the largest demographic group - working adults - many of who may be drawn to leisure activities offered by

employers and planned communities. In addition to demographics, there are social, economic and lifestyle trends occurring that will impact how the parks and recreation industry, as well as the department, plans for the future. According to the National Recreation and Park Association and American Academy for Park and Recreation Administration, the implications of these trends include the following:

- Greater focus on benefits-driven needs assessments
- Greater emphasis on comprehensive open-space planning and preservation
- More greenway planning to include bikeways, pathways, aesthetic amenities, and passive recreation
- More protection for wetlands and waterways
- More emphasis on historic and cultural resource planning
- Increased importance of recreation and open space contributing to more livable communities
- More participant/stakeholder involvement
- More collaboration between parks and schools for land acquisition, development and facility use
- More use of recreation as prevention for social problems
- More emphasis on societal groups with limits of age, income, mobility, language
- Family-oriented recreation centers
- Need to increase the capacity and infrastructure of existing parks and facilities
- Concern for adequate maintenance

Many of these trend implications were taken into account in the analysis of critical issues and the development of goals, strategies and objectives for the strategic planning process.

PRCS faces competitive challenges from public and private entities for its revenue-neutral and revenue-generating programs. Private enterprises continue to enter the childcare marketplace offering a variety of year-round schedules and catering to a wide range of ages. The YMCA, Tiger Den, and other private companies are expanding programs and locations for after-school care and summer camps. Certain recreational programs, including swimming, tennis and fitness activities, are offered as part of an all-inclusive homeowners' package administered by an association or management company in planned housing developments throughout Loudoun.



This model has become more prevalent in housing developments for “active seniors” or “active adults,” including Leisure World and Ashby Ponds. The department also finds itself in a position of targeting the same consumers as surrounding municipal and county parks and recreation

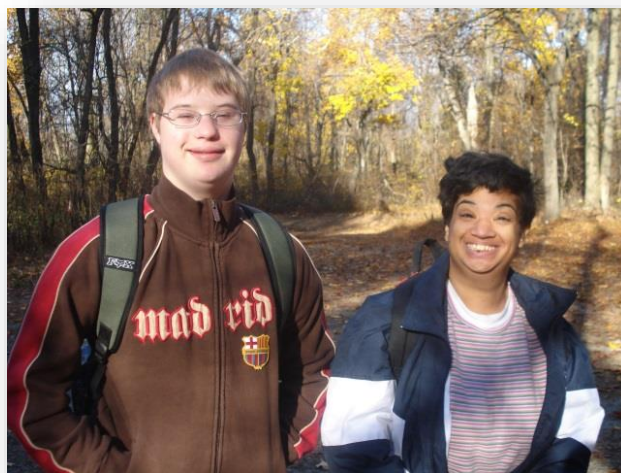


agencies for attendance at public events, facility rentals, and participation in certain recreational activities. Private recreation enterprises, such as Sportrock and Dulles Sports Center, have entered the marketplace and are targeting recreation and sports league consumers, as well. To successfully meet these marketing challenges, the department must rely on its internal strengths, which serve as the foundation for its unique selling position as the preferred provider of recreational and leisure opportunities in the county.

### Internal Assessment

The scope and breadth of programs and facilities managed by PRCS, as well as its constituency, is vast. The current organizational structure identifies areas of concentration, or divisions, in order to utilize employee expertise, optimize service delivery and prevent duplication. The department will be able to address critical issues identified through the internal and external assessment process and achieve its mission and vision by capitalizing on the following strengths:

- Staffed by qualified, dedicated professionals with special training and expertise in their particular area of planning, administration, recreation, or community service
- Knowledgeable about the unique needs of the growing Loudoun community and capable of responding to those needs
- Convenient and accessible to customers
- Sensitive to diversity and inclusion
- Able to generate increased awareness and increased customers for facilities, programs and services, despite limited (or no) enhancements to budget
- Creative and flexible in the approach to marketing, combining centralized and decentralized efforts
- Dedicated to reducing wait lists and wait times and improving the registration process for programs
- Innovative and on the cutting edge of the parks and recreation industry
- Cost-effective compared to the private sector and other public jurisdictions
- Committed to becoming the first choice of residents in Loudoun County for recreation, leisure, and supportive community service needs
- Knowledgeable of and committed to environmental stewardship



## **Critical Issues**

The critical issues below were identified from the internal and external assessments. These issues create opportunities for change and serve as the basis for the organization's strategic goals.

1. Available resources may be insufficient to ensure optimum service delivery or provide opportunity for growth.
2. Employee satisfaction, performance and retention must be improved.
3. The increasing demand for facilities and parkland could exceed the capacity to provide them.
4. Programs and services must be accessible and affordable.
5. Program diversity and quality must meet the need of constituents and support the mission and vision.



## **Strategic Vision Statement**

PRCS will be the leader of county-endorsed efforts to maintain the best possible quality of life for Loudoun residents by creating a sense of community through people, parks and programs.

## **Mission Statement**

Our mission is to provide outstanding recreational and leisure opportunities, outcome-focused community services, and stewardship of our natural resources to promote quality of life for Loudoun's residents and visitors.

## **Core Values**

- Volunteerism – We recognize that our volunteers' contributions are vital to our success.
- Promoting Healthy Lifestyles – We are committed to providing opportunities for achieving and maintaining a healthy lifestyle.
- Customer-Focused Service – We believe that quality customer service incorporates training and implementation of best practices.
- Informed Decision-Making – We value incorporating community and staff input in our planning process.
- Innovation – We believe that continued education and training promote innovation.
- Integrity/Accountability - We believe that we maintain the public's trust through openness and honesty.
- Safety – We place a priority on safety for all programs and facilities.
- Stewardship – We value efficient management of all resources.
- Staff Development – We help staff reach their full potential through assessment, training, and education.

## **Organizational Goals**

Based on the critical issues (identified from the internal and external assessments), the following organizational goals have been established for the strategic plan during the next five years:

1. To expand and/or increase resources for facilities and parkland.
2. To ensure that all employees have the tools and support needed to perform their jobs effectively and efficiently.
3. To optimize utilization of facilities and parkland.
4. To optimize availability of and access to programs and facilities for all residents.
5. To enhance program quality and participation.

## **Organizational Strategies & Objectives**

### **Goal 1: To expand and/or increase resources for facilities and parkland**

Strategy 1.1 - Forge partnerships with public and private sectors to enhance existing and secure new facilities and parkland.

- Objective 1 - Identify and prioritize a minimum of three opportunities every two years for partnering with individuals, community groups, businesses, volunteer boards (including BOS-appointed) on projects to secure/maintain/enhance recreational facilities and parkland.
- Objective 2 - Identify and prioritize two specific opportunities for cooperative projects with national and regional organizations to enhance or secure facilities and parkland.
- Objective 3 - Host meetings with local township(s) as appropriate to encourage effective planning for future recreational facilities or parks and to avoid potential duplication of services.
- Objective 4 - Meet twice annually with representatives of Loudoun County Public Schools (LCPS) to identify space or facilities that could be used to help meet current and future recreational needs.
- Objective 5 - Identify proffers each year that could be recommended for departmental use.

Strategy 1.2 - Establish parkland or easements along stream valley corridors to link regional and national trails.

- Objective 1 - Inventory major and minor stream valleys in three subareas each year and determine ownership of corridors and feasibility of acquisition.
- Objective 2 - Identify three opportunities for donation, funding and/or proffers through the referral process.
- Objective 3 - Develop a process for creating development plans for passive and recreational use (e.g., canoe launch, trails, fishing, picnicking).

- Objective 4 - Create development plans for passive and recreational use (e.g., canoe launch, trails, fishing, picnicking) within two years of acceptance of deed.

Strategy 1.3 - Continue efforts to implement the County's Greenways & Trails Plan that links parks and natural and historic resources within Loudoun County.

- Objective 1 - Inventory resources that potentially can be linked through a trail system annually.
- Objective 2 - Inventory the existing trail segments, right-of-ways, utility corridors, easements, etc. that provide connectivity annually.
- Objective 3 - Identify trail system gaps and develop acquisition plan.

Strategy 1.4 - Preserve existing and acquire future open space and natural resources.

- Objective 1 - Create a plan for the acquisition, protection and accessibility of natural open space and resources in support of the County's green infrastructure policy.
- Objective 2 - Enlist support and input from the PROS Board in issues related to open space and natural resources.

Strategy 1.5 - Improve current grant-seeking process to identify new resources.

- Objective 1 - Create a consistent method of grant identification, submission and follow-up and identify a team to manage the grant process.

Strategy 1.6 - Explore alternative opportunities to increase funding.

- Objective 1 - Support efforts of PROS Board to establish a foundation for donations and fund-raising by providing needed information.
- Objective 2 - Identify business sponsorship, partnership opportunities, or memorandums of understanding (MOUs) to fund new or enhanced facilities or parkland.
- Objective 3 - Identify funding resources related to federal, state and regional organizations.

**Goal 2: To ensure that all employees have the tools and support needed to perform their jobs effectively and efficiently**

Strategy 2.1 - Improve communication among all levels of the department.

- Objective 1 - Managers and supervisors will meet with their direct reports to provide direction and/or address issues at least once a month.
- Objective 2 - Develop an annual employee survey to evaluate the effectiveness of communication (passing along pertinent information) among all levels of personnel.



- Objective 3 - Explore the feasibility of an online system (e.g., MOAT) that would help new employees become aware of department policies and procedures and all employees review policies and procedures.
- Objective 4 - Create an informational piece for employees about the department's organizational structure and the interrelatedness among divisions.
- Objective 5 - The department leadership team will attend one or more leadership/team development activities annually.
- Objective 6 - Increase visibility of leadership team members through monthly visits to sites and support of department events and programs.

Strategy 2.2 - Execute the most efficient operational process within program areas and divisions.

- Objective 1 - Continue to implement related training based on best practices in policy and procedures within all programs and divisions.
- Objective 2 - Determine the feasibility of securing more dedicated space for programs.
- Objective 3 - Develop a written plan to improve the transition of (Children's Program) staff between programs.
- Objective 4 - Evaluate the feasibility of progression steps within certain position categories.

Strategy 2.3 - Improve the current system of addressing unexpected and/or extended staff shortages.

- Objective 1 - Develop a plan for cross-training, temporary assignments, and building up the sub pool.

Strategy 2.4 - Establish an effective method of new employee job-specific training across all programs/divisions.

- Objective 1 - Identify core competencies for job categories.
- Objective 2 - Design a training curriculum based on core competencies for job categories and incorporate training standards into employees' performance plans.
- Objective 3 - Ensure that the PRCS new employee orientation checklist is consistently used across all divisions and maintained in department HR files.

Strategy 2.5 - Create a consistent, equitable method of recognizing and rewarding outstanding job performance.

- Objective 1 - Train and update managers annually on current recognition/reward options and how to optimize their use.
- Objective 2 - Identify the criteria for outstanding performance within job categories.

Strategy 2.6 - Improve the current processes of handling re-registration for licensed programs.

- Objective 1 - Develop an online program with DIT that will allow returning customers to re-register online before mailing or bringing in addendums.

Strategy 2.7 - Establish a more efficient model for warehousing supplies.

- Objective 1 - Improve the inventory control system for storage areas.
- Objective 2 - Determine current storage needs and capacity for each program.
- Objective 3 - Identify spaces to be used for short-term and long-term storage.

### **Goal 3: To optimize utilization of facilities and parkland**

Strategy 3.1 - Create a cohesive master plan that supports the Capital Improvement Plan, Capital Needs Assessment and service standards.

- Objective 1 - Inventory existing and proposed facilities and parkland.
- Objective 2 - Identify the potential for non-standard uses (e.g., equestrian use, dog park, BMX, skate park, camping).

Strategy 3.2 - Develop a management process for each facility and park.

- Objective 1 - Identify current natural resources and/or facility amenities at each location.
- Objective 2 - Refine or create a plan for management of resources and amenities at each location.

Strategy 3.3 - Continue efforts to complete the section of the Potomac Heritage National Scenic Trail (PHNST) within Loudoun County.

- Objective 1 - Determine the feasibility of acquiring half of the missing segments into the PHNST.
- Objective 2 - Construct and maintain the acquired trail segments.

Strategy 3.4 - Maximize the public's use of space at existing facilities and parkland.

- Objective 1 - Establish a process for maximizing space for scheduled and unscheduled use at each location.
- Objective 2 - Implement space optimization plan.
- Objective 3 - Evaluate the effectiveness of the space plan
- Objective 4 - Create a public awareness campaign regarding unscheduled use of facilities and parkland.

Strategy 3.5 - Ensure the safety and security of participants at all facilities and parkland.

- Objective 1 - Educate site managers to ensure that proposed facilities, structures, and amenities adhere to the department's design and construction standards.
- Objective 2 - Ensure that a consistent process is used for safety inspections and incident/accident reporting and follow-up at all facilities and parkland.
- Objective 3 - Educate the public regarding the safe use of our manned and unmanned properties.

**Goal 4: To optimize availability of and access to programs and facilities for all residents**

Strategy 4.1 - Continue to enhance accessibility to facilities and parkland.

- Objective 1 - Include universal accessibility concepts in the planning and design of facilities and parkland.
- Objective 2 - Identify opportunities to enhance accessibility to programs and/or amenities.

Strategy 4.2 - Explore options to enhance the affordability of programs.

- Objective 1 - Identify enhanced scholarship opportunities for PRCS programs and maximize participation.
- Objective 2 - Identify programs that can be made more affordable through grants or by reducing expenses, and maximize participation.
- Objective 3 - Work with the PROS Board to raise awareness of the increased need for affordable programs.

Strategy 4.3 - Increase awareness of programs and services among diverse cultural groups.

- Objective 1 - Identify current successful outreach efforts and expand throughout the department.
- Objective 2 - Enhance efforts to recruit bilingual/multilingual staff and volunteers.

**Goal 5: To enhance program quality and participation**

Strategy 5.1 - Refine the current method of program quality assurance.

- Objective 1 - Identify performance measures that reflect program quality.
- Objective 2 - Create a consistent method of capturing and evaluating customer feedback across programs.

### Strategy 5.2 - Increase program participation rates.

- Objective 1 - Expand opportunities to work across divisions for programming and minimize duplication.
- Objective 2 - Utilize participant information in RecTrac to determine program preferences and identify opportunities for increased registrations.
- Objective 3 - Utilize RecTrac and County demographic information to determine types of programs to offer.
- Objective 4 - Increase opportunities for new contracts with vendors.
- Objective 5 - Identify ways to increase program marketing efforts across divisions.

### Strategy 5.3 - Determine the feasibility for centralized programming.

- Objective 1 - Identify new opportunities for centralized programming.



## **Operational Planning & Community Involvement** (Ensuring the Success of the Strategic Plan)

Successful completion of this five-year plan will be achieved through strategic operational planning and by engaging the community. The department's operational planning process focuses on completing strategic plan objectives through targeted action steps. Individuals and teams responsible for each objective review progress on a monthly and quarterly basis. This internal planning process provides a mechanism for the department to track accomplishment of objectives, implementation of strategies, and achievement of goals. In addition, operational planning proactively identifies challenges and changes needed to ensure the continued success of the strategic plan.

The involvement of residents who are interested in quality of life and the future of their community is vital to the plan's success. Service opportunities include advisory board membership, as well as volunteering for activities, programs, and special events sponsored by the department. Most PRCS



volunteer boards meet monthly and assist in the development, planning, and implementation of programs and services. PRCS advisory boards and the following boards and commissions appointed by the Board of Supervisors provide volunteer opportunities for interested residents:

### **Parks, Recreation and Open Space Board (PROS)**

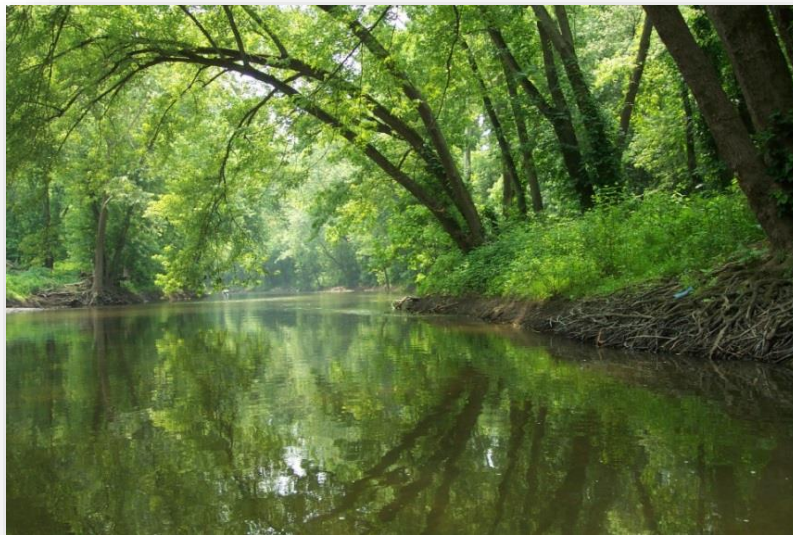
PROS members, appointed by the Board of Supervisors, represent their respective districts. The board provides a forum for citizens' issues related to parks, recreation and open space and representatives advise PRCS staff on community needs.

### **Commission on Aging (COA)**

COA representatives are appointed by the Board of Supervisors. The Commission advises Loudoun County Area Agency on Aging staff and the Board of Supervisors on matters of concern to older residents.

### **Advisory Commission on Youth (ACOE)**

ACOE is composed of representatives from each voting district appointed by the Board of Supervisors, along with representatives from community agencies and student liaisons from Loudoun high schools. The role of Commission members is to advise the Board of Supervisors and PRCS staff on youth issues and to serve as a forum for community concerns. ACOE also works in conjunction with the Loudoun Youth Initiative (LYI) to foster programs and services necessary for the wholesome development of youth in the county.



*Creating Community through People, Parks and Programs...*

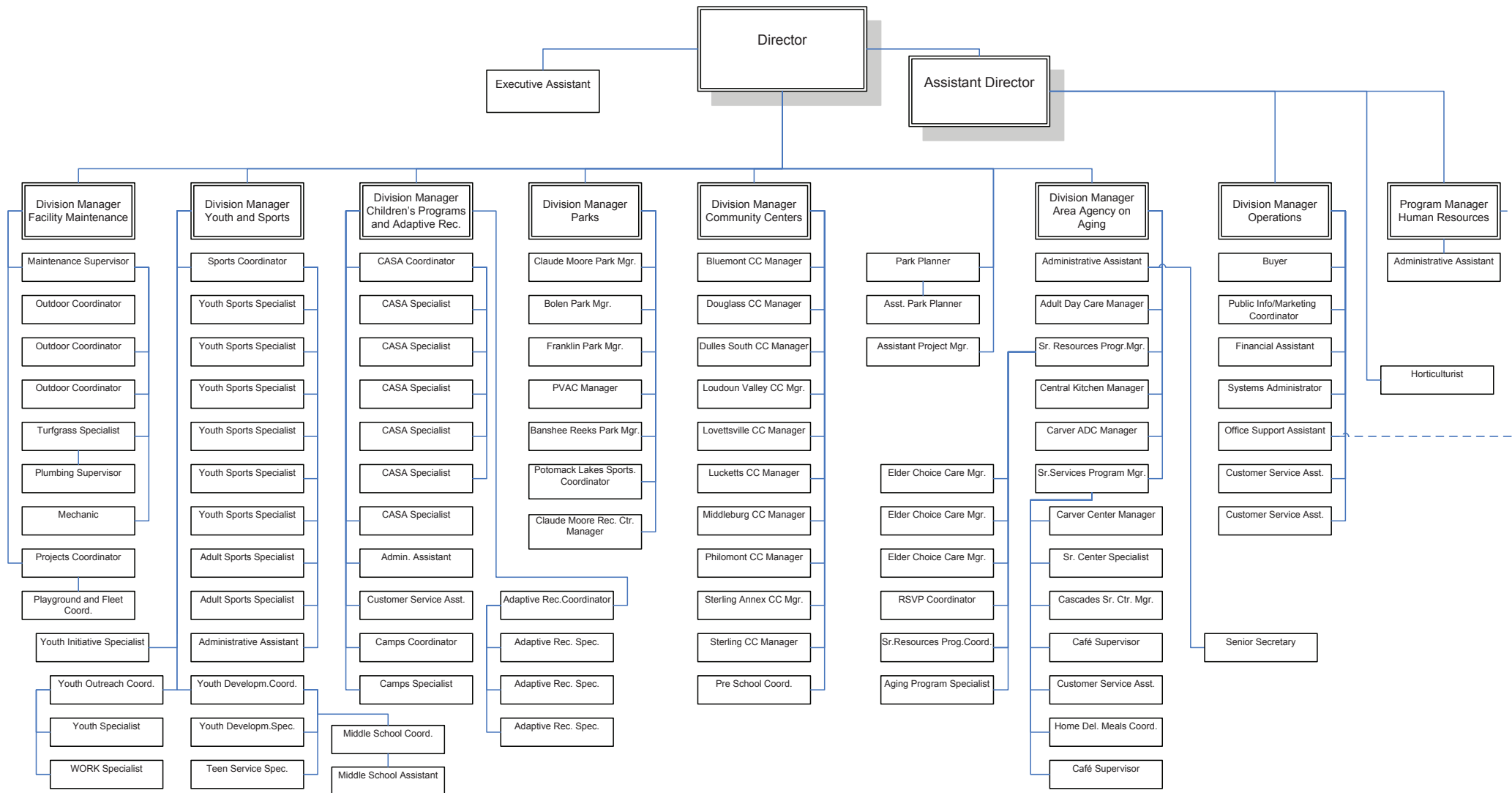
*Share in the PRCS mission and vision! Help determine your community's strengths, identify critical issues and support opportunities for change that create the best possible quality of life for Loudoun's residents. We challenge you to be informed, get connected, and stay engaged!*

# APPENDIX

Appendix A-1	Organizational Chart
Appendix B-1	Public Input Question 1
Appendix B-2	Public Input Question 2
Appendix B-3	Public Input Question 3
Appendix B-4	Public Input Question 4
Appendix B-5	Public Input Question 5
Appendix B-6	Public Input Email Responses
Appendix C-1	Employee Input Question 1
Appendix C-2	Employee Input Question 2
Appendix C-3	Employee Input Question 3
Appendix C-4	Employee Input Question 4
Appendix C-5	Employee Input Question 5
Appendix D-1	Sample Survey Responses – P&R Organizations Used
Appendix D-2	Sample Survey Responses – Organizations Most Used
Appendix D-3	Sample Survey Responses – Level of Satisfaction
Appendix D-4	Sample Survey Responses – Actions to Improve Service
Appendix E-1	Glossary of Terms

# Loudoun County – Department of Parks, Recreation and Community Services

2011 Organizational Chart



### Public Sessions - Question # 1: What are the department's strengths?

The following responses were compiled from all public input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

#### 216 Facilities and Parkland

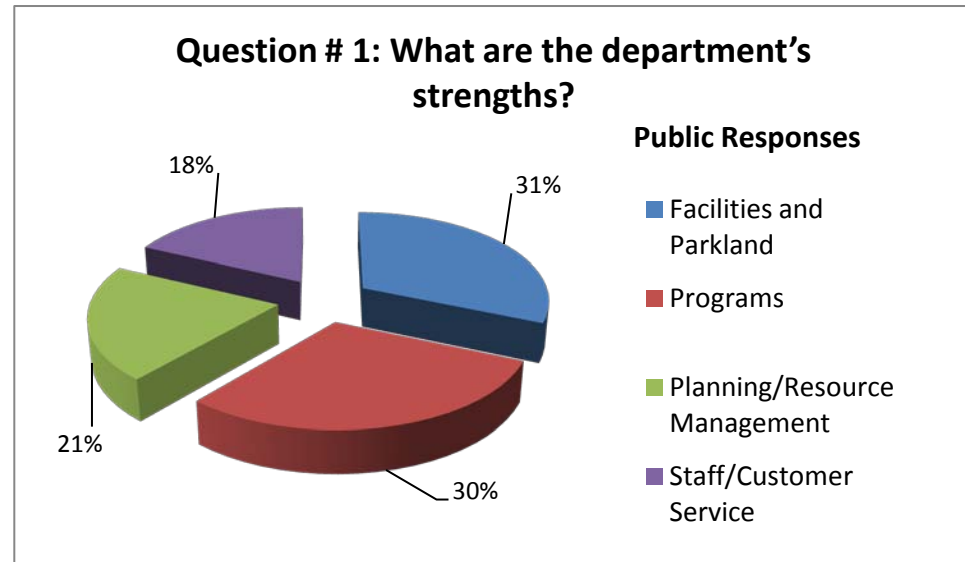
- 61 Natural resources/open space
- 57 Quality of facilities
- 29 Community centers
- 34 Regional and community parks
- 22 Trails
- 13 Claude Moore Recreation Center
- 4 Historical sites

#### 205 Programs

- 51 Programs for seniors
- 51 Diversity of programs
- 36 Sports and exercise programs for all ages/abilities
- 34 Variety of children's programs
- 16 CASA/YAS/summer camp
- 7 Bluemont Community Center Fair
- 5 Events for families
- 4 Childcare at Bluemont
- 1 Arts and theatre

#### 143 Planning/Resource Management

- 44 Parkland acquisition
- 38 Volunteer opportunities
- 30 Availability of resources
- 14 Potential growth
- 11 Use of available funds
- 3 Appreciating cultural resources
- 2 Sports leagues management
- 1 Horticulturist





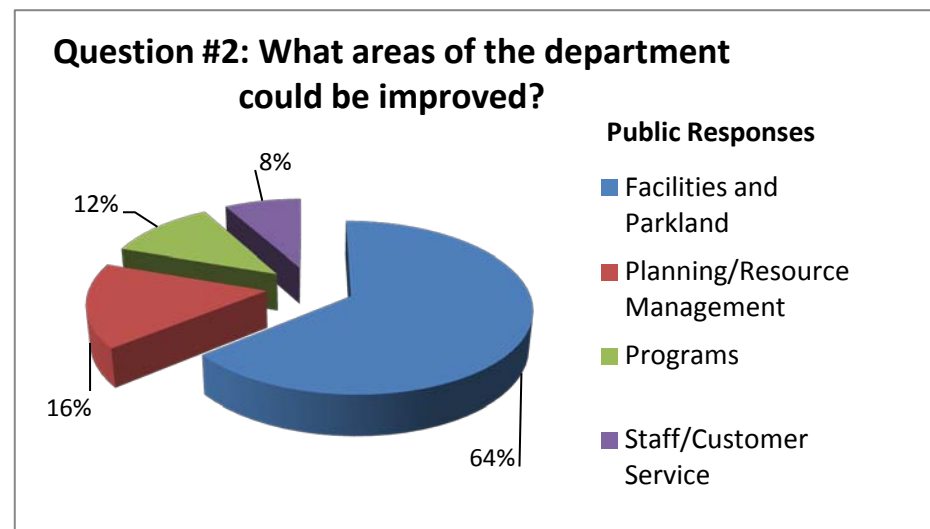
**123 Staff/Customer Service**

- 87 Personnel in tune with community, recreation, park perspective
- 20 Community input
- 5 Automation: online registration, info, etc.
- 4 Maintenance
- 3 High employee retention
- 2 Maintenance staff integration with HOAs around community, churches, etc.
- 2 Advertising and brochure

## Public Sessions - Question # 2: What areas of the department could be improved?

The following responses were compiled from all public input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

<b>443</b>	<b>Facilities and Parkland</b>
133	Multiuse natural surface trails
80	Passive parks/open space
45	Countywide trail planning and implementation
35	Equestrian trails
35	Indoor/outdoor equestrian facilities
29	More indoor/outdoor pools
17	Develop more nature centers
11	More bike trails
10	Athletic fields
9	Serve alternative sports; BMX, skateboarding, disc golf, etc.
8	Lights at Franklin Park
6	Teen center
5	Another community park in Ashburn
4	Another regional park of fields, sports, and equestrian
4	Center for children
4	More public camping facilities
3	Senior centers
2	Lighted ball fields at Franklin Park
2	Lovettsville Park developed with historic/educational center
1	Indoor facilities in Western Loudoun
<b>112</b>	<b>Planning/Resource Management</b>
36	Restoration of historic sites
28	Proffer management for recreational facilities
13	Plan/vision for stream valley parks



12	Lack of access for unorganized use of fields, trails, and other areas
11	Volunteer duties
10	Budgeting for department funds with private sector, non-profit grants, state/regional partnerships
9	Plans for new centers to keep up with population growth
8	Keeping up with growth in County, especially smaller community centers
5	Refocus department scope of service
5	More walkable communities, neighborhood connectivity
3	Better coordination between LCPS and PRCS
3	Location and design of facilities
3	Bonds for park facilities
2	Senior/disabled accessible nature areas

## **80 Programs**

20	Improve diversity programs
11	Marketing of senior programs/centers
9	More senior exercise classes
7	More historical and environmental education for all ages
8	More cultural/archeological programs – raise awareness of County history
5	CASA expansion
4	Music programs for all ages
4	More programs for ages 18-55
3	Extend childcare opportunities
3	More exercise classes for everybody
3	More theater/music presentations at Franklin Park Arts Center
3	Transportation for seniors

## **56 Staff/Customer Service**

13	Open Banshee Reeks daily dawn to dusk
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11	Publicize and education about easement rights and liability protection
8	Marketing of PRCS
6	Communication
5	Phone and online registration systems could be better
4	Not enough staff for the population
4	Greater public awareness of the strategic planning process
2	Need to pay for use of recreational facilities
2	Wider distribution of quarterly brochure
1	Cost of adult sports



**Public Sessions - Question # 3: What facilities, programs, and services are meeting the needs of the community?**

The following responses were compiled from all public input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

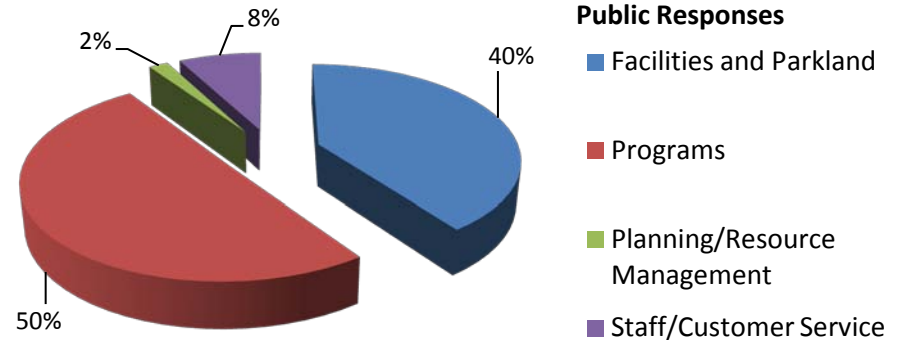
**243 Facilities and Parkland**

- 50 Claude Moore Park
- 42 Recreation centers
- 41 Franklin Park
- 21 Carver Senior Ctr
- 19 Banshee Reeks
- 13 Potomac Lakes Sportsplex
- 13 Regional parks (Franklin and Claude Moore)
- 13 Trails/greenway along Potomac from Leesburg to Fairfax
- 9 Franklin Park Theater
- 8 Claude Moore Rec Center
- 6 Lovettsville Park
- 3 Lovettsville CC and pool
- 3 Cascades Sr. Center
- 2 Natural areas

**305 Programs**

- 81 Senior centers, activities and trips
- 23 Meal program
- 13 After school senior involvement
- 13 Adult day care
- 64 Youth programs, e.g., CASA, YAS, and Sports
- 40 Broad spectrum of represented recreational/diverse programs
- 27 Community centers: programs and facilities
- 13 Preschool program meets needs of already-enrolled children
- 12 Bluemont CC programs/staff
- 7 Arcola Community Center kids' program
- 1 Senior/Special Olympics
- 1 Naturalist programs
- 10 Kids programs at Claude Moore

**Question #3: What facilities, programs, and services are meeting the needs of the community?**



**11 Planning/Resource Management**

11 Adaptive use of facilities (historic)

**47 Staff/Customer Service**

10 Maintenance services

10 Create a sense of community

9 Support of Town events: Oktoberfest, Lucketts Fair, etc.

9 Good County support at Franklin Park for local events

6 County brochure

3 Transportation for special needs

### Public Sessions - Question # 4: What facilities, programs and services are needed?

The following responses were compiled from all public input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

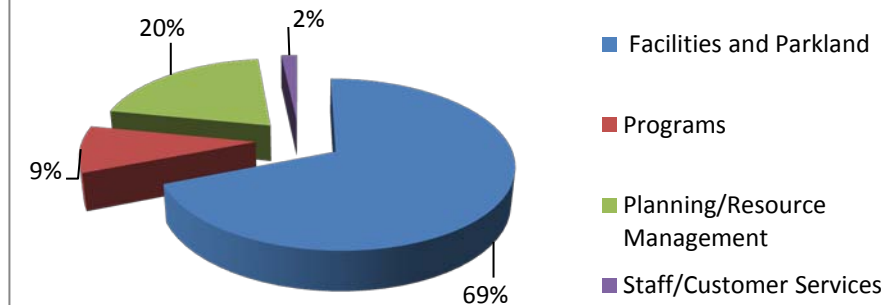
#### 281 Facilities and Parkland

- 43 Equestrian facilities
- 40 Mountain bike/multiuse trails
- 37 Nature center/program
- 25 More multiuse interconnected trails, map/guides
- 23 Indoor recreation facilities in each area of the County
- 18 Lighted all-weather sports facility
- 14 Open space – passive parks
- 13 Dog Park
- 9 Skate Park
- 8 Indoor/outdoor pools in Western Loudoun
- 8 Teen oriented facilities/activities
- 7 BMX Park
- 6 Off-road ATV trails
- 6 Trail Purcellville-Lovettsville, west of Appalachian, south to Middleburg
- 4 Inter-connected stream valley park system
- 3 Network of interconnected trails along natural areas of protection
- 3 Regional district parks
- 3 Performing arts center
- 3 Sports/active recreation fields
- 3 Children's activity parks
- 3 Tennis bubble
- 2 Newer and/or upgraded facilities

#### 37 Programs

- 12 Archeological/historic programs
- 8 Transportation to and from programs
- 8 Preschool space/ CASA space

### Question #4: What facilities, programs or services are needed?



- 7 Volunteer/ partnership programs
- 6 Expand childcare in centers
- 3 Dance programs
- 2 Single-day events (bike rides, races, National Trails Day)
- 1 More varied senior trips
- 1 Program using seniors to mentor youth
- 1 Disc golf

## 82 **Planning/Resource Management**

- 45 Countywide trail plan
- 13 Systematic parks and natural area planning and acquisition program with funding
- 7 Corporate sponsorship/public-private partnership
- 6 Heritage tourism
- 6 Preservation of historic properties
- 3 Connection of neighborhoods
- 2 Coherent policy on management of nature preserves

## 7 **Staff/Customer Services**

- 4 Better maintenance of facilities and parks
- 2 Marketing/communication
- 1 Better awareness/information of available services, facilities & programs cross-referenced

**Public Sessions - Question # 5: Looking ahead 5-10 years, what trends would you like to see PRCS pursue in parks, recreation and/or community services?**

The following responses were compiled from all public input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

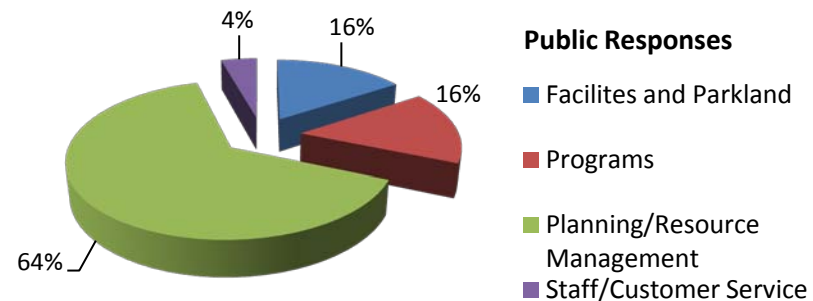
**105 Facilites and Parkland**

- 45 Equestrian facilities
- 9 Synthetic ball fields with lights
- 8 Facilities for youth and teens or dedicated space
- 7 More multiuse parks/dog parks
- 6 Indoor arena/field (soccer, craft fairs, 4H, farmers' market, horses)
- 5 More centers
- 5 Skate parks
- 4 Recreation Center in western Loudoun
- 4 Sports complex
- 3 Indoor multiuse fields, tennis, lacrosse, soccer
- 3 Camping sites
- 5 Wolf Trap at Franklin Park Arts Center
- 1 Linear parks

**105 Programs**

- 35 Educational and other programs for seniors
- 22 Regional transportation
- 11 Riding lesions/programs operated directly by PRCS
- 10 Increase intergenerational programs
- 5 Expand childcare to meet needs (waiting lists)
- 5 Animal therapy for special needs residents/seniors
- 5 Sustain current facilities
- 5 Education programs/health and wellness
- 2 More interpretive programs at parks/nature centers
- 2 Get kids back to nature

**Question #5: Looking ahead 5-10 years, what trends would you like PRCS to pursue in parks, recreation and community services?**





- 1 Fight obesity through recreational programs and services
- 1 Trash recycle program at all public facilities
- 1 Adult programs

#### **431 Planning/Resource Management**

- 125 Countywide trail plan
- 103 Purchase more open space
- 73 Environmental/green plan and education
- 38 Master plan for parks; use FFX County as model
- 20 Dedicated funding/grants for PRCS
- 16 Organized relationship for user groups and volunteer efforts
- 10 Increase accessibility to all parks, especially Banshee Reeks
- 9 Better relations with LCPS
- 9 Private funding opportunities/sponsorships
- 8 Department separation into definite service scope – community/recreation divisions to support growing community needs
- 7 Handicap access
- 5 Historic park development
- 2 Meet needs of specific communities
- 2 Make PRCS programs and facilities more accessible and affordable
- 2 Scholarship opportunities, especially for low income/minorities
- 1 Attend BOS meetings
- 1 Journey Through Hallowed Ground trail linkage

#### **29 Staff/Customer Service**

- 22 Listen to public/more input sessions
- 3 Integrated promotional plan for parks and rec between community centers/integrated website
- 2 WiFi for community centers (internet hot spots)

- 1 Have community centers bring the community together
- 1 More user friendly web presence



Loudoun County Department of Parks, Recreation and Community Services  
 215 Depot Court, SE, Leesburg, VA 20175  
 703-777-0343 • [www.loudoun.gov/prcs](http://www.loudoun.gov/prcs)

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### **Summary of public input received by email**

The following responses are compiled from public comments received by email over a five-month time period. A priority system was not applicable. Recommendations/responses are listed in their order of frequency.

#### **Facilities & Parkland Needs**

- Open space & natural passive areas
- Interconnected natural surface, multiuse trails
- Equestrian trails in parks
- Hiking and biking trails
- Nature and habitat sanctuaries/protected areas
- Trail between Round Hill and Franklin Park
- Endless pool at Franklin Park
- Health/fitness facility at Round Hill
- Equestrian trails in planned communities, especially equestrian communities
- Fence for tennis court behind Round Hill Center
- Open space and parkland in Western Loudoun County
- More athletic fields in Dulles South
- More passive trails in parks
- Artificial turf fields
- Nature centers
- Dog parks
- Equestrian facilities with arena, trails, competition courses

#### **Program Needs**

- More indoor recreation opportunities
- Disc golf
- Equestrian programs
- Open Banshee Reeks seven days/week
- Replace all lost trees in parks
- Improved quality of playing fields at LCPS sites
- Improve online registration process, especially search function and class descriptions

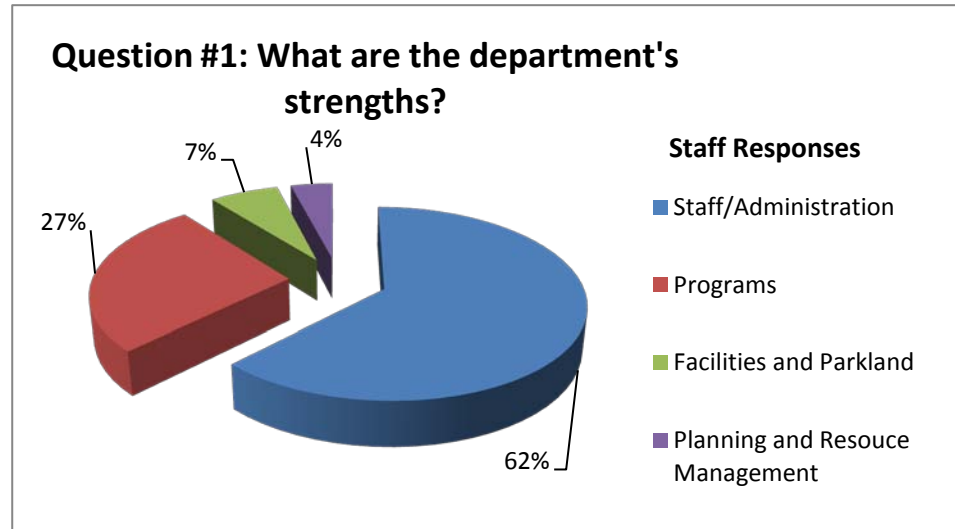
#### **Planning & Resource Management Needs**

- Maintain natural areas without use of pesticides, pruning, etc. in order to provide animal habitats
- Ensure developer-proffered ball fields meet county standards
- Revise standards for parks and rec facilities to meet growing demand
- Use proffer money designated for indoor pool at Woodgrove Park for other PRCS projects/facilities
- Curtail building new active recreation facilities and playing fields
- Curtail lighted ball fields
- Curtail daycare programs
- Curtail senior discounts for PRCS programs/services
- Curtail after-dark and large community events at Conklin Park
- Only build PRCS facilities if there is cash available to build and operate the facilities
- Draft a master plan for land use that the public can easily obtain and understand
- Force developers to provide easements for equestrian trails
- Use (or convert) old/historic/under-utilized roads in the County for equestrian trails

**Staff Sessions - Question # 1: What are the department's strengths?**

The following responses were compiled from all staff input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

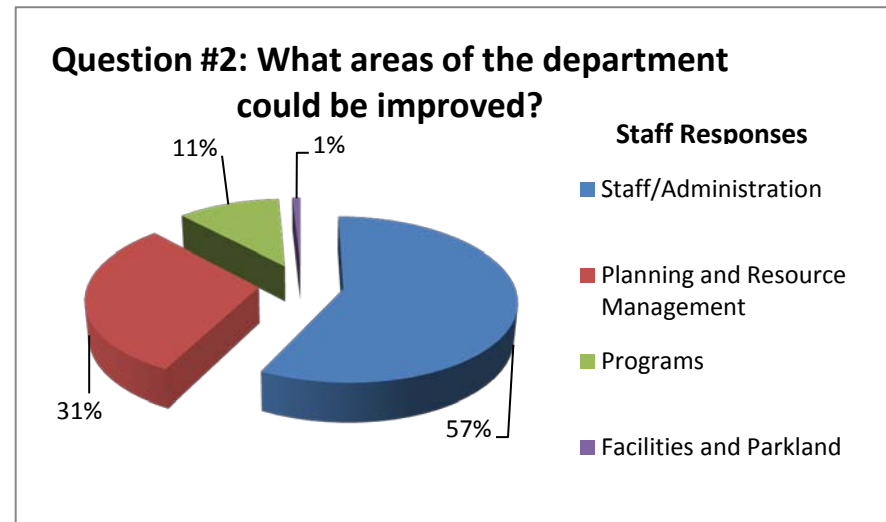
<b>340</b>	<b>Staff/Administration</b>
90	Dedicated staff
89	Customer service
42	Administrative/supervisory support
31	Benefits
29	Serving our communities
24	Training
18	Public support
17	Reputation/visibility
<b>146</b>	<b>Programs</b>
83	Variety of activities
40	Children's programs
12	Recreation/physical activity opportunities
7	Quality AAA/senior programs
4	Safety of programs
<b>36</b>	<b>Facilities and Parkland</b>
36	Facilities/parks
<b>22</b>	<b>Planning and Resource Management</b>
22	Affordable



**Staff Sessions - Question # 2: What areas of the department could be improved?**

The following responses were compiled from all staff input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

<b>333</b>	<b>Staff/Administration</b>
84	Communication
76	Staffing including salary and benefits
50	Consistency/Accountability
47	CASA staff hours/structure/schedule
27	Lack of incentives/motivation for creativity,exceeding revenues,assessment process
20	Recruiting/retention of high performance employees
15	Training including online training
9	Communication department-wide, top down
5	Payroll/timesheets
<b>177</b>	<b>Planning and Resource Management</b>
63	Organizational structure
37	Affordability/cost of services/programs for public and staff
34	Website/brochure/marketing
19	Designated space for CASA and YAS
11	Upgrade to 21st century standards
5	Sponsorships public and private
4	Purchasing/supply delivery
4	Budget (higher)
<b>65</b>	<b>Programs</b>
25	More teen/youth programs
9	Transportation
7	Inclusion services/resources
6	Special events/resources





- 5 Field trips
- 5 Meet more senior needs
- 4 Intergenerational programs
- 2 Improve/rotate snacks
- 2 Update preschool to meet Governor's initiative

**5 Facilities and Parkland**

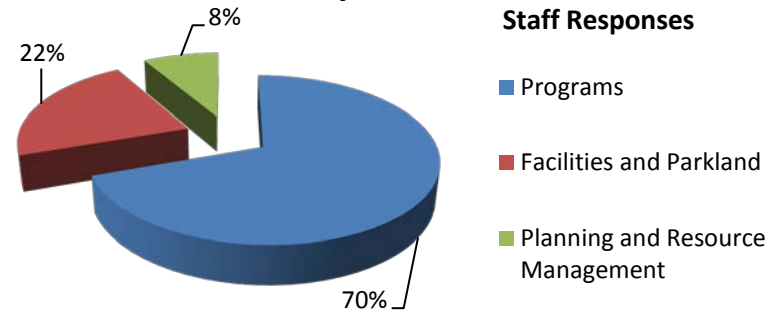
- 5 Capacity and number of senior centers

**Staff Sessions - Question # 3: What facilities, programs, and services are meeting the needs of the community?**

The following responses were compiled from all staff input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

<b>371</b>	<b>Programs</b>
127	CASA
102	AAA
43	Childcare/preschool needs met where offered
28	Special needs services
27	Sports leagues
13	Camps
12	Sports programs
7	Senior programs (Carver)
6	Work program
3	Adult programs
3	Division/diversity of programs
<b>117</b>	<b>Facilities and Parkland</b>
46	Community centers/rec centers - variety of places
24	Parks
21	Many sports facilities
16	Claude Moore Rec Center
6	Facility rentals
2	Existing pool at Franklin
2	Nature museum
<b>45</b>	<b>Planning and Resource Management</b>
16	Webtrac/Rectrac registration
12	Snow plowing
9	Affordable pricing
3	Maintenance staff and upkeep of parks
3	Serve our immediate, proximate communities well, mostly community centers
2	Job fairs

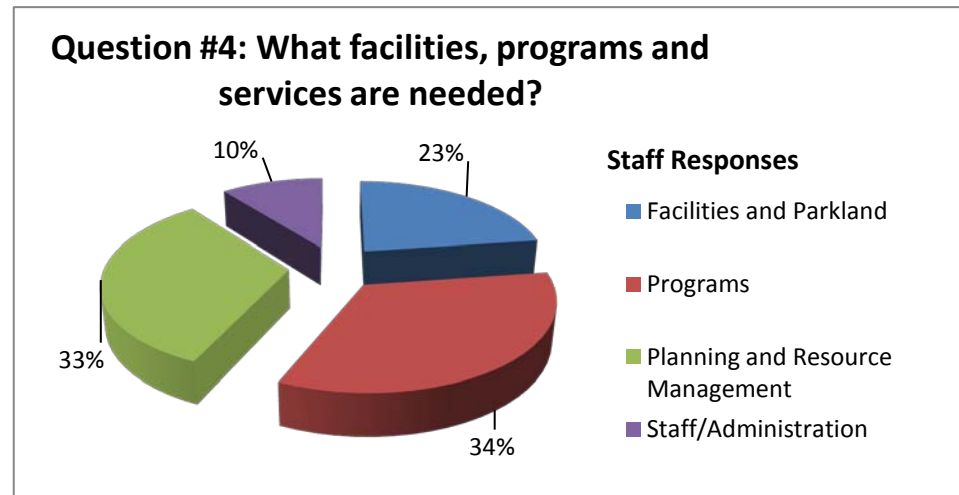
**Question #3: What facilities, programs and services are meeting the needs of the community?**



**Staff Sessions - Question # 4: What facilities, programs and services are needed?**

The following responses were compiled from all staff input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

<b>134</b>	<b>Facilities and Parkland</b>
16	Stream valley park (by rivers, etc.)
15	Dog parks
13	Sports fields
14	More rec centers
11	More gym space (wooden floor gym)
11	Bigger senior centers
10	Additional childcare facilities
9	Skate parks
6	Putt putt, go cart, etc. center
6	Community centers
6	Aquatic facilities indoor and outdoor
4	Western Loudoun rec center
4	Open space
2	Large gathering indoor facility
2	Equestrian trails/facilities
1	Maintenance facilities/each park/storage space everywhere
1	Outdoor restroom facilities
1	New PRCS office
1	Senior day care Western Loudoun
1	Performing arts center (world-class, large)



<b>199</b>	<b>Programs</b>
78	Teen/youth centers/teen programs
37	Transportation partnerships/arrangements/options
16	Additional inclusion/special needs staff/programs
13	Family night programs
13	More variety of classes
12	Income-based in-home care service
9	Before school programs
9	Programs for adults/young adults
4	Special needs for CASA/YAS
3	Interdivisional programming
3	Offering events with alcohol
2	Senior golf league

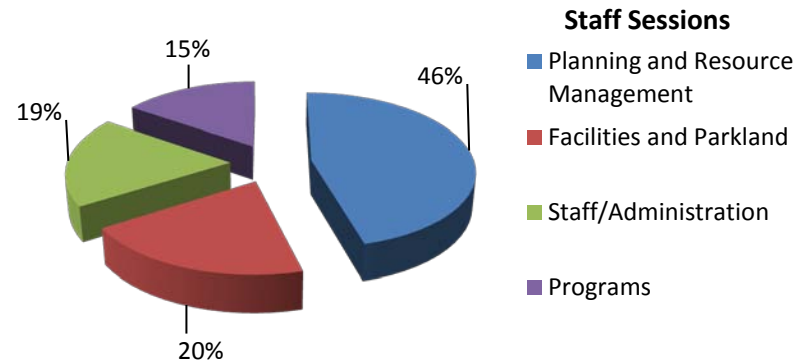
<b>193</b>	<b>Planning and Resource Management</b>
48	Helping underserved populations with sliding-scale scholarships, etc.
30	CASA needs own space/room
23	Web-based services/internet
16	Business partnerships/public-private partnerships
11	More outreach/PR
10	Funding for maintaining/operating facilities
9	Sibling discounts for CASA
9	More green design
6	Historical preservation/cultural services
6	Focus on minority populations
5	Standards for facilities (number of people)
4	More accessible facilities
4	Expand location of facilities to underserved areas
3	Grant writers
3	Facility functionality
2	Better promotion of youth programs
1	Expo of PRCS before registration
1	More recycling
1	Job training centers
1	Developer paid facilities
<b>62</b>	<b>Staff/Administration</b>
12	Online timesheets
7	Pay for all required training
6	Employee retention
5	Better cell phone service for employees
5	Increase number of hours for supervisors
5	Employee discounts for services
5	More staff/staff hours
4	Partnership between CASA/YAS
4	Staff training and teambuilding, job-specific and general
3	Receiving services/facility upkeep
3	Longer CASA hours
3	Summer camps use own supplies, not CASA supplies

**Staff Sessions - Question # 5: Looking ahead 5-10 years, what future trends would you like to see PRCS pursue in parks, recreation and/or community services?**

The following responses were compiled from all staff input sessions. The number before each response signifies the total priority score of the response based on a point system (First priority = 3 points; Second priority = 2 points; Third priority = 1 point).

260	Planning and Resource Management
56	CASA's own space
35	Go green (new and existing buildings)
20	On-site internet
18	Sliding fee scale across the board, affordability for everyone
17	Organized relationship for user groups/volunteer efforts
13	Better use of system and resouces between county and schools
11	Increase funding
10	More parking at all facilities
9	Policy search engine - internet
9	Work area for supervisors at offices, not just in Leesburg
9	Greater user input
8	Re-examination of revenue neutral policies
7	Proactive for growth
6	Computer access for children with internet
5	Health-counscious, better snacks and foods for kids
5	New funding or self-supporting
4	Split the department into more specialized groups
2	Define active and passive recreation
2	Public/private partnerships
2	Clear mission priorities
2	Private/public partnerships (advertising sponsorships)
2	Smart marketing
2	Emergency preparedness
2	Healthier meals
2	Utilize technology to increase productivity efficiency
1	Implement best practices
1	More hybrid vechicles

**Question #5: Looking ahead 5-10 years what future trends would you like PRCS to pursue in parks, recreation and community services?**





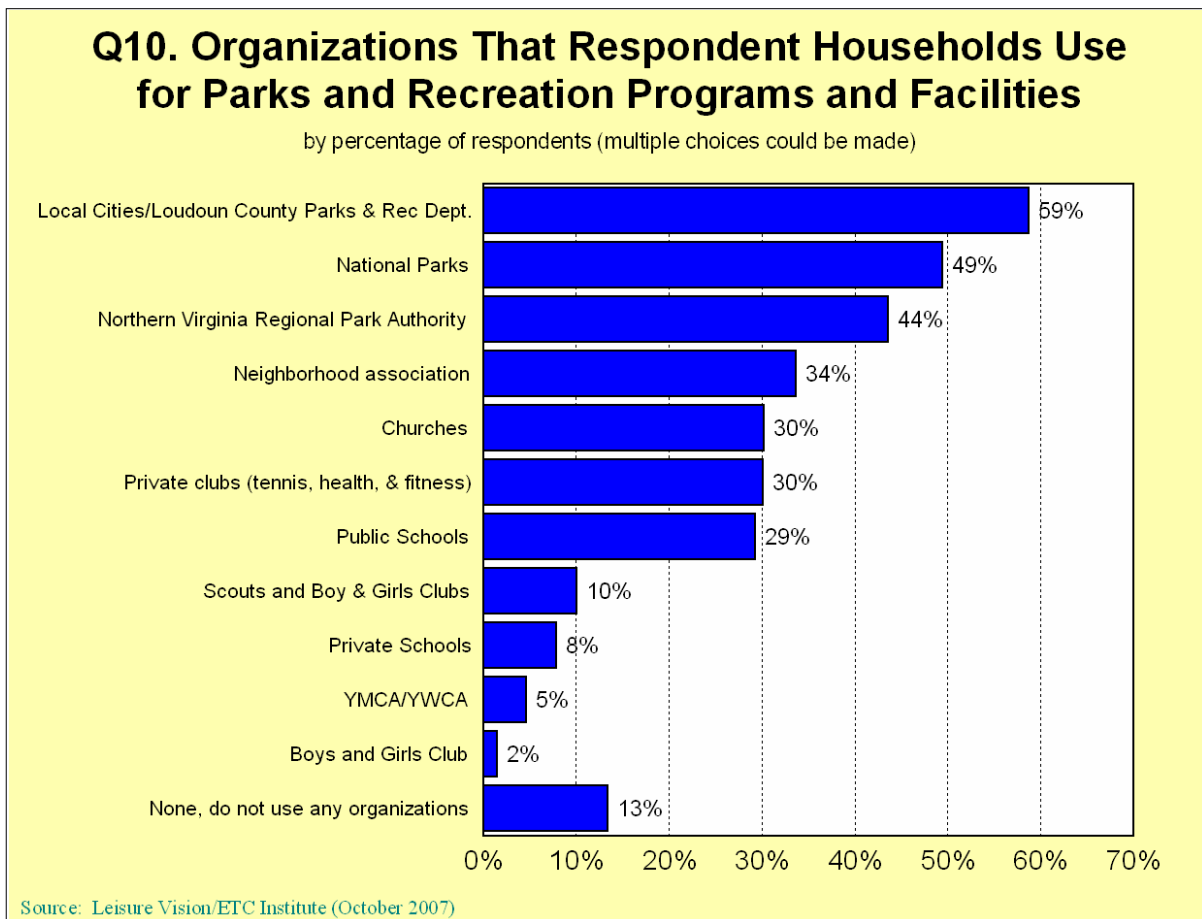
<b>114</b>	<b>Facilities and Parkland</b>
44	Large facilities to include growth in all activities and services
26	Passive property acquisition
16	More rec centers
8	Teen centers
5	Natural parks with hiking and fishing (accessible)
3	Outdoor leisure pools
3	Man-made white water centers
2	Indoor swimming pools
2	Dog parks
2	Biking trails, hiking trails, programs of active recreation
2	Dude ranch
1	More skate parks/plazas
<b>106</b>	<b>Staff/Administration</b>
33	Timesheets online/electronic
24	Performance-based bonuses
15	Bilingual training for supervisors and leaders
14	More partnerships between divisions
6	Staff have better understanding of what already exists
6	Paid position for teens
5	Better comp package/competitive salaries
2	Employee social party
1	Cooperative programming - interdivisional and interdepartmental
<b>87</b>	<b>Programs</b>
15	Family fun programs - adventure
15	Address aging population of baby boomers
13	Nature programs
6	Block parties (with community outreach)
4	Historic site programs/preservation
4	Horticulture - kids, Community gardens
4	Services available for ESL
3	Services for frail/at-risk elderly

- 3 Pursuit of state/national sports events
- 3 Movie night, etc. extend hours CASA
- 3 Kids concert series (summer)
- 3 Senior tech games
- 3 CASA bus/field trips
- 2 More senior transportation for medical appointments
- 2 Reading/math clubs - summer
- 2 Bigger mentoring program
- 1 Sundaes in the park events
- 1 More fun/eventful activities for seniors

## ***Organizations Used for Parks and Recreation Programs and Facilities***

From a list of 11 options, respondents were asked to select all the organizations that members of their household use for parks and recreation programs and facilities. The following summarizes key findings:

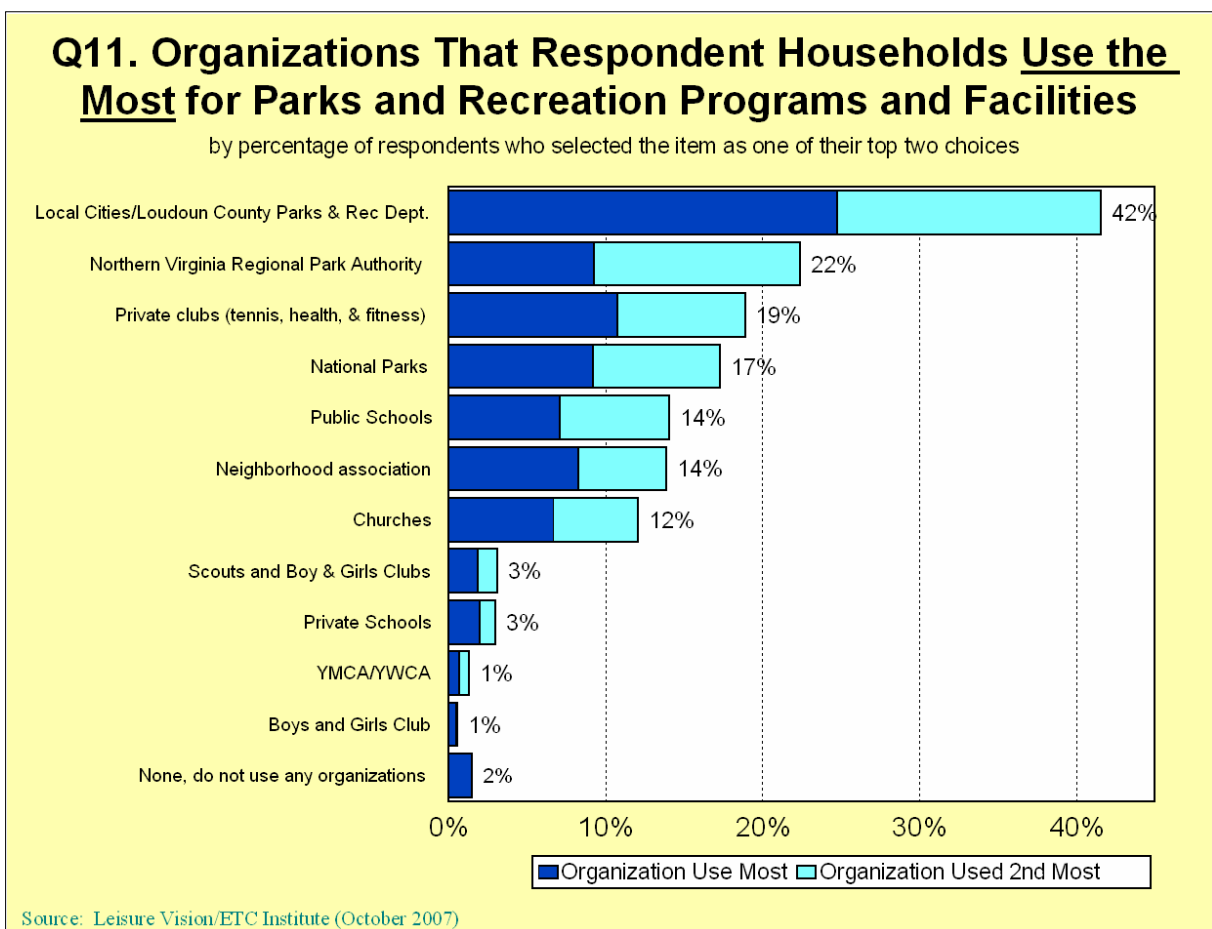
- **The organizations used by the highest percentage of respondent households include: Local cities/Loudoun County Parks and Recreation Department (59%), National Parks (49%) and Northern Virginia Regional Park Authority (44%).**



## ***Organizations Used the Most for Parks and Recreation Programs and Facilities***

From the list of 11 options, respondents were asked to select the two organizations that members of their household use the most for parks and recreation programs and facilities. The following summarizes key findings:

- **Based on the sum of their top two choices, the organizations that respondent households use the most for parks and recreation programs and facilities are: Local cities/Loudoun County Parks and Recreation Department (42%), Northern Virginia Regional Park Authority (22%), private clubs (19%) and National Parks (17%).**



### ***Level of Satisfaction with Value Received from Parks & Recreation Facilities***

Respondents were asked to rate their level of satisfaction with the overall value their household receives from parks and recreation facilities. The following summarizes key findings:

- **Sixty-seven percent (67%) of respondents indicated being either very satisfied (30%) or somewhat satisfied (37%) with the overall value their household receives from parks and recreation facilities.** In addition, 8% of respondents indicated being either very dissatisfied (2%) or somewhat dissatisfied (6%) with the value received from parks and recreation facilities. An additional 14% of respondents indicated “neutral”, and 11% indicated “don’t know”.



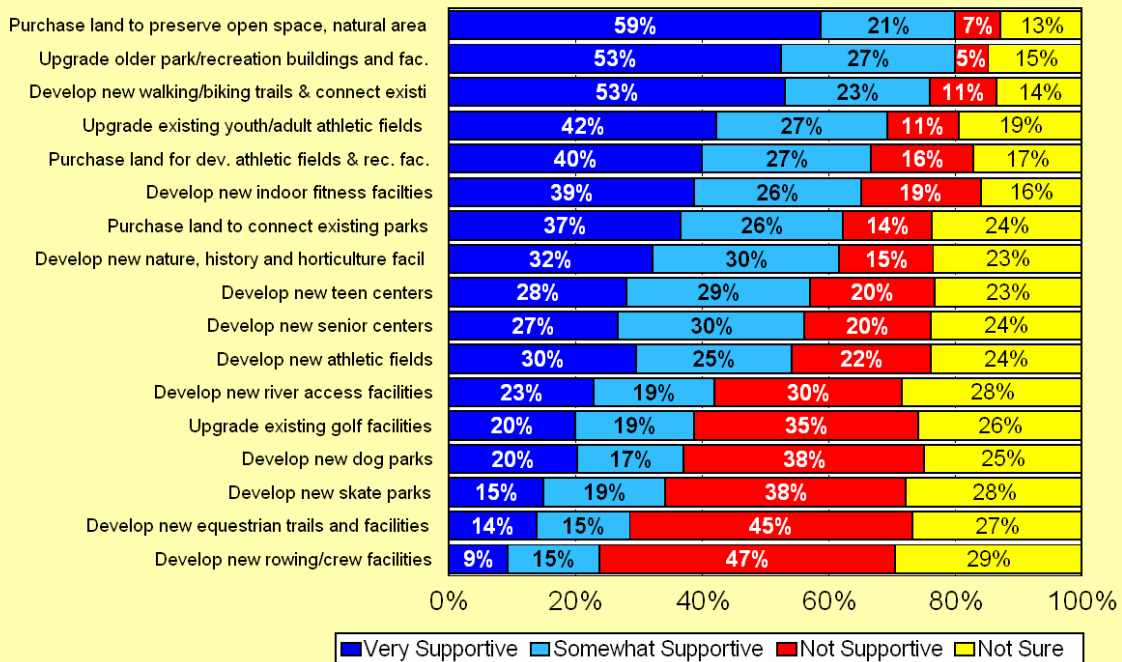
## *Actions to Improve Parks and Recreation Services in the Area*

Respondents were asked to rate their level of support for various actions the Northern Virginia Regional Park Authority or the City/County of their residence could take to improve the parks and recreation services in their area. The following summarizes key findings:

- There are three actions that over 50% of respondents are very supportive of: purchase land to preserve open space (59%), upgrade older park/recreation buildings and facilities (53%), and develop new walking/biking trails and connect existing trails (53%).

### **Q13. Level of Support for Various Actions the Northern Virginia Regional Park Authority or the County Could Take to Improve the Parks and Recreation Services in the Area**

by percentage of respondents



Source: Leisure Vision/ETC Institute (October 2007)



## GLOSSARY OF TERMS

ACOEY	Advisory Commission on Youth
Appreciative Inquiry	<i>A Positive Revolution in Change: Appreciative Inquiry</i> by David L. Cooperrider and Diana Whitney
BOS	Loudoun County Board of Supervisors
CASA	County After School Program
COA	Commission on Aging
DIT	Loudoun County Department of Information Technology
HR	Human Resources
LCPS	Loudoun County Public Schools
MOAT	Managed Ongoing Awareness Tool
MOUs	Memorandums of Understanding
NACPRO	National Association of County Parks and Recreation Organization
NVRPA	Northern Virginia Regional Park Authority
PHNST	Potomac Heritage National Scenic Trail
PRCS	Loudoun County Department of Parks, Recreation and Community Services
PROS	Parks, Recreation and Open Space Board
The Center for Public Skills Training	President Frank Martinelli, 2936 N. Hackett Avenue, Milwaukee, WI 53211, 414-961-2536, <a href="mailto:frank@createthefuture.com">frank@createthefuture.com</a> .
YAS	Youth After School Program